



INVITATION TO BID

December 10, 2010

The Little Traverse Bay Bands of Odawa Indians (LTBB), a federally Recognized Indian Tribe, invites you to submit a Bid for External Grant Evaluator Services for services beginning January 1, 2011 through August 31, 2012.

Included with this letter are:

- 1.) Provisions governing this ITB.

Thank you for your interest.

Sincerely,

Mandy Szocinski
Accounting

I. BIDS DUE

- A. All bids must be received by Mandy Szocinski in the Accounting Department by December 29, 2010 no later than 5:00pm prevailing local time.
- B. Bids will be accepted in the following four methods:
 - 1. In person: Accounting Department, 7500 Odawa Circle, Harbor Springs, MI 49740
 - 2. By Fax : 231-242-1449
 - 3. By E-Mail: mszocinski@ltbbodawa-nsn.gov
 - 4. U.S. Mail: Little Traverse Bay Bands of Odawa Indians
Attn: Mandy Szocinski
7500 Odawa Circle
Harbor Springs, MI 49740
- C. Any questions regarding the bid process may be directed to Mandy Szocinski, at 231-242-1439.
- D. All bids will be reviewed in the Tribal Court, 7500 Odawa Circle, Harbor Springs, Michigan on December 30, 2010.

II. REQUIREMENTS

LTBB Tribal Court has set a goal to establish an Adult Drug Court to help non-violent adult offenders have successful rehabilitation from the use of drugs and/or alcohol. The mission of the drug court will be to implement a collaborative partnership among the community, service providers, court and adults who face substance abuse challenges to restore holistic balance using Odawa values and teachings as envisioned by our ancestors. With the establishment of a Juvenile Drug Court five years ago, the process of developing a Juvenile Drug Court from planning stages to implementation has prepared our drug court team to implement an Adult Drug Court with the fundamental skills necessary to move from standard to drug court case processing. LTBB is ready to implement an Adult Drug Court focused on making change to help adults achieve successful rehabilitation and to prevent recidivism. (see Exhibit A-“ FY2009 Adult Drug Court Implementation Project” Narrative attached)

The Grant Evaluator will:

- A. Create a comprehensive evaluation plan that encompasses process and outcome evaluation for the Drug Court Discretionary grant project.
 - 1. Evaluation plan that will address the objectives and recommended drug court performance measures.
 - 2. Evaluation plan to include strategies to collect data to monitor daily activities and long-term changes.
 - 3. Evaluation plan to include a process to identify comparison groups.
 - 4. Evaluation plan must be based on performance measures recommended by BJA and will include a plan to review the data on a regular basis.
- B. Develop a plan that will guide the drug court team to analyze operations, gauge effectiveness and make adjustments as needed to achieve a successful adult drug court.
- C. Utilize a shared responsibility approach to keep costs low.
- D. Involve team members in data collection and reporting for basic measures.
- E. Complete in depth data collection, analysis and program reports to ensure valid and reliable interpretations that will incorporate all the performance benchmarks listed in this key component.
- F. Complete and submit quarterly reports to the Grant Compliance Accountant.
- G. Complete annual evaluation reports to LTBB Tribal Court and Grants Compliance Accountant.

III. QUALIFICATIONS OF CONTRACTOR

- A. Minimum of Masters Degree in education, business, social sciences or other related fields.

- B. Minimum of 3 years evaluation or research experience.
- C. Demonstrated experience and/or knowledge of working with federal grants.
- D. Demonstrated knowledge of HIPPA Compliance policy and procedures.

IV. PREFERENCES FOR CONTRACTOR

- A. Native American Preference for Hiring shall apply.
 - 1. Citizens of the Little Traverse Bay Bands of Odawa Indians.
 - 2. Other North American Indians, who meet the "Degree of North American Indian Blood" meaning the total degree of North American Indian blood of all tribes recognized by the United States Federal Government or by the Canadian Federal Government plus the degree of North American Indian blood derived from non-federally recognized tribes that can be certified by the Bureau of Indian Affairs.
- B. Experience working with Native Americans.
- C. Experience working with Drug Courts and/or Healing to Wellness Programs.
- D. Knowledge of issues related to substance abuse/use.

V. CONTRACT AWARD

The LTBB Chief Judge, Tribal Court Administrator, and the LTBB Contracting Personnel will evaluate the bids and make a decision to award the contract to one or more of the lower, most responsive, more qualified, responsible bidder(s) having proven experience in grant evaluation as described above.

LTBB may make a determination that the rejection of all submittals is in the best interest of LTBB.

LTBB will not pay for any information herein requested, nor is it liable for any costs incurred by Contractor for submittals.

BID PACKAGE

Contractors must submit a response in the form of a bid that includes the following sections:

- A. TRANSMITTAL LETTER – This letter is to be a brief letter, addressed to Mandy Szocinski, Accounting Office, which provides the following information:
 - 1. Name and address of the contractor.
 - 2. Name, Title, and telephone number of the contact person for the contractor.
 - 3. A statement that the bid is in response to this invitation.
 - 4. The signature, typed name and title of the individual who is authorized to commit the contractor to the bid.
- B. BID
 - 1. Introduction
 - a. Professional Profile including resume and experience.
 - b. List of References.
 - 2. A draft plan based on Section II and Exhibit A of this invitation that includes proposed timeline.
 - 3. Example(s) of recent evaluation(s) completed.
 - 4. The total fixed all inclusive price cost of evaluation services for the Contract term as noted in Section II of this invitation.
 - 5. A copy of Tribal ID for Native American Preference

Bid Evaluation Sheet

CATEGORIES	RATING
1) Related project experience	_____
2) Firm's ability and capacity to perform the work associated to this project	_____
3) Grasp of the project requirements	_____
4) Demonstrated Knowledge of HIPPA Compliance policy and Procedures	_____
5) Cost associated with project	_____
6) Time schedule planned for this project <ul style="list-style-type: none"> • Availability 	_____
7) Experience in evaluation or research (3 year min)	_____
8) Experience and/or knowledge of working with federal grants	_____
9) Experience working with Drug Courts and/or Healing to Wellness	_____
10) Masters Degree - Required Fields <ul style="list-style-type: none"> • Education, business, Social Sciences 	_____
11) Native American Preference	_____
12) Reference Check Work sheet	_____

GRAND TOTAL = _____

A scale of 1-10, with 10 being highest, in each of sections 1 through 6 above based upon information contained in bid.

Section 7: 10+ yrs= 10, 9-7 yrs= 8, 7-5 yrs= 5, 4 yrs= 3, 3 yrs= 1, > 3 yrs = 0

Section 8 and 9: 10+ yrs= 10, 9-7 yrs= 8, 7-5 yrs= 5, 4-3 yrs= 3, 2 yrs= 2, 1 yr = 1, > 1 yr = 0

Section 10 and 11: yes = 5 points, no = 0 points

Section 12 is total from Reference Check Worksheet from on page 6 (possible total of 60 points) an average of all reference provided.

A maximum total of 160 points may be awarded to a firm, if the maximum of points are awarded in each section and the maximum of 60 points (an average of points from each reference provided) are awarded on the reference check.

THE REFERENCE CHECK WORKSHEET

	5	4	3	2	1
Questions to be Asked:	Exe.	Good	Avg.	Fair	Poor
1. What was your project?					
2. How were the firm's reporting?					
3. Did the firm perform the work adequately?					
4. What did they do for you? (specify)					
5. Who was the staff person assigned to work with you on this project? _____ Were you satisfied with his/her work?					
6. Was the project started as scheduled?					
7. Was the project completed as planned?					
8. Were the budget, cost control and financial administration within the planned controls and limitations?					
9. Did the firm work well as a team as it related to the project?					
10. Did the firms personnel work well with the committee/boards and staff on all of the project's specific requirements?					
11. What is your overall evaluation of the firm based on your experience?					
12. Was the cost for services reasonable?					

GRAND TOTAL _____

(This forms total is based on references provided in firm's Letters of Interest or through networking with other owners who have worked with the firm.)

A similar form is provided to each reference and this forms total is based on an average of those totals and then transferred to the evaluation criteria form.

EXHIBIT A - NARRATIVE

Little Traverse Bay Bands of Odawa Indians

FY 2009 Adult Drug Court Implementation Project - Category I: Implementation

1. Statement of the Problem: The Little Traverse Bay Bands of Odawa Indians ("LTBB" or "Tribe") received federal recognition reaffirmation through passage of Public Law 103-324 by the U.S. Congress on September 21, 1994. The Tribe's Constitution has created three separate branches within the government: Legislative, Executive, and Judicial. Although the separation exists, there is a coordinated effort among all branches to provide services and support for the 4,321 Tribal citizens. There are 819 Tribal citizens over the age of 18 who reside on or near the Tribe's reservation area. The Tribe's treaty delineated reservation area encompasses portions of Emmet and Charlevoix Counties in the rural, northern part of Michigan's Lower Peninsula.

National data indicates that American Indians suffer disproportionately from substance abuse disorders compared with other racial groups, as demonstrated by the 2005 data from the National Household Survey on Drug Abuse. This survey showed that American Indians are more likely than members of other racial groups to have a past year alcohol use disorder (10.7% vs. 7.6%) and were also more likely to have a past year illicit drug use disorder (5.0% vs. 2.9%). Another survey indicated rates of past year marijuana, cocaine, and hallucinogen use disorders were higher among American Indians than for members of other racial groups (SAMHSA 2007).

Inter Tribal Council (ITC) of Michigan and the Center for Disease Control (CDC) conducted a tribal American Indian Behavioral Risk Factor Surveillance System survey (BRFSS). This survey shows high rates of substance abuse in our communities: 25% of Tribal citizens reported binge drinking, compared to 16% of adults of all races statewide. Additional data shows that 16.7% of pregnant Indian women had past "problematic" alcohol use and 29.3% had past illicit drug use.

From July 2008 – September 2008, LTBB Law Enforcement officers handled 21 illegal drug issues (possession, use, sale, distribution). The Michigan State Police Department, Michigan Annual Drunk Driving Audit showed that in 2007 in Emmet and Charlevoix Counties, there were 33 alcohol-related injury crashes resulting in 41 injured persons. There were 308 OUIL or Impaired driving arrests in Emmet County. This number demonstrates an upward trend from 265 arrests in 2005. (www.michigan.gov, 2005 & 2007 Michigan Drunk Driving Audit)

To address substance abuse in our community, our Executive Branch established a Substance Abuse/Mental Health Services Department (SA/MH). SA/MH seeks to provide quality treatment that integrates and reinforces the traditional, cultural and spiritual values and norms of the Waganakising Odawa to clientele and their families who are experiencing life challenges resulting from abuse of substances, addictions, mental health issues and/or historical trauma. Treatment providers use their expertise along with resources of Tribal elders, healers and traditional medicine people to provide culturally relevant treatment plans. The caseload of this department is currently at full capacity. In addition to children and clientele who require services other than substance abuse, the department serves 156 adult clients for substance abuse issues. Of this number, 101 were referred for services by the Michigan State Court system as part of their sentencing or probation requirements.

The Tribal Court serves as our judicial system, consistent with self-determination and the sovereign powers of the Tribe. If there is a conviction in a drug case, the Prosecutor makes a recommendation for sentencing and the Probation Officer prepares a presentence report. The Judge has discretion to order treatment during probation, such as abstinence, prohibition to enter establishments that serve alcohol, aftercare programs, random drug testing, AA/NA attendance, working with a sponsor, or substance abuse and/or mental health counseling. Tribal Court has established full faith and credit with the Michigan State Court system. The State Court system and Tribal Court both honor and recognize court orders from each other. This has allowed cases involving Native Americans in State Court to be transferred to Tribal Court or referred for shared case oversight. This relationship creates opportunity for a tribal Adult Drug Court to serve Native Americans under State jurisdiction who could benefit from drug court that includes cultural and traditional considerations and community support.

LTBB established a juvenile drug court five years ago. The juvenile drug court staff participated in several training sessions on creating and operating Tribal drug courts and developed detailed, written guidelines for the drug court. The Tribe has learned what works and what does not. The Court has established and maintained successful relationships with state and local courts and law enforcement, as well as community agencies (Human Services, Substance Abuse, Health, etc.) The process of developing a juvenile drug court from planning stages to implementation has prepared our drug court team to implement an adult drug court with the fundamental skills necessary to move from standard to drug court case processing. We are ready to implement an adult drug court focused on making change to help adults achieve successful rehabilitation and to prevent recidivism.

2. Project Design and Implementation: LTBB has set a goal *to establish an Adult Drug Court to help non-violent adult offenders have successful rehabilitation from the use of drugs and/or alcohol.* The mission of the drug court will be *to implement a collaborative partnership among the community, service providers, court and adults who face substance abuse challenges to restore holistic balance using Odawa values and teachings as envisioned by our ancestors.* We will accomplish our goal through the following objectives:

Primary Objective: *To reduce substance use and recidivism by 80% for 25 non-violent adult substance-abusing offenders by the end of the 36-month project period.*

Sub-Objective 1: *Implement adult drug court processes.*

Sub-Objective 2: *Establish communication with the Michigan State court and initiate the process for the transfer of cases to the LTBB adult drug court.*

Sub-Objective 3: *Expand Tribal Court database to include all data elements relevant to adult court consistent with the project evaluation plan.*

Sub-Objective 4: *Provide training for the drug court team (a minimum of two trainings per year) including one site visit to an operational tribal adult drug court to increase knowledge and understanding of drug court issues (including treatment) and operations.*

Methods to achieve these objectives include the implementation of an adult drug court that will provide early, continuous, and intense judicially supervised treatment, pretrial services, assessments, periodic drug testing and use of appropriate sanctions and other habilitation services. In order to establish the adult drug court, we will implement the following 10 key components for drug courts as explained in *Defining Drug Courts: The Key Components*. These strategies are based on practices that are relevant and appropriate for Native Americans.

Key Component #1 – Integration of alcohol and other drug treatment services with justice system case processing. A juvenile drug court team is in place that represents all aspects of the criminal justice system, treatment delivery system and community policymakers. The team meets on a regular basis to coordinate responses to offenders who are dependent on alcohol and other drugs. Ongoing communication occurs among the treatment providers and the court. The team developed a juvenile drug court manual that includes the drug court mission, goals, eligibility criteria (specifically non-violent offenders), operating procedures and performance measures. This team will update the manual to include approaches for adult participants. The team works towards abstinence and law-abiding behavior for drug court participants. This project will provide pretrial services and expand treatment assessments and therapy. This project will provide interdisciplinary training opportunities for the team. The Judge will play an active role in the treatment process and will respond to the participants' behavior and performance.

Key Component #2: Using a non-adversarial approach, prosecution promotes public safety while protecting participants' due process rights. As a federally recognized Indian tribe, LTBB is not required to provide defense counsel. The rights of the participant are respected throughout all components of participation. The team members, including the presiding judge, become advocates for the participant. The prosecuting attorney participates on the team and will be part of screening, eligibility and case-processing policies and procedures to guarantee due process rights and public safety needs are served. This project will provide training for the prosecutor on traditional methods of helping offenders reduce substance use.

Key Component #3: Eligible participants are identified early and promptly placed in the drug court program. The prosecuting attorney plays a key role in making recommendations for participation in drug court. The team understands the importance of prompt action and intervention to introduce the opportunity of participation in

drug court. Eligibility screening will be based on established written criteria. Once determined as eligible the potential participant will be promptly advised about program requirements and the merits of participation. This project will refine the process of referrals to the Tribe's drug court from the State court system – as the participant must go through the process and procedures required by both systems. LTBB justice system staff will maintain ongoing communication with the State courts so all eligible Native American participants have the opportunity to be a part of the LTBB drug court.

Key Component #4: Drug courts provide access to a continuum of alcohol, drug, and other related treatment and rehabilitation services. The LTBB adult drug court will function similar to the juvenile drug court, providing a continuum of services related to treatment and rehabilitation. The drug court team is a combination of professionals that take a holistic approach to treatment and rehabilitation that includes substance abuse treatment along with education and referrals for other identified areas of need. This project will increase treatment options and enrich the availability of support services. Native Americans typically experience co-occurring disorders due to historical trauma. This project will provide a cultural substance abuse advisor who will be involved with initial assessments and screenings, design of individualized treatment plans to be sensitive to demographic issues (race, culture, religion, gender, age, sexual orientation), monitoring to ensure treatment services are suitably matched to the participant, provide direct treatment services to drug court participants, and ensure participants have access to needed services. It is through offering culturally specific considerations this drug court has the potential of providing more relevant services and increased success.

A probation officer will provide assessments, assist with treatment design, monitor substance use through random screenings, and ensure participants have access to other treatment options. Transportation is difficult for low income families in our rural area; it is the biggest barrier to accessing services for our citizens. The probation officer will provide transportation to court hearings and other appointments as part of treatment to allow program participation. In addition to the intensive support provided by the cultural advisor and probation officer, comprehensive treatment services will include, but are not limited to: group, individual and family counseling; relapse prevention; medical care; domestic violence programs; treatment for long-term effects of childhood physical and sexual abuse; and other social support services. Most services are available within the Tribal government operations and have adequate funding to be maintained through the existing SA/MH Department, Health Clinic and Social Services. Quality controls are in place for each department. The SA/MH Department is accredited through the Rehabilitation Accreditation Commission (CARF) and licensed with the State of Michigan, and all LTBB government operations maintain proper licensure. Our treatment service providers are reputable and accountable and provide accurate and timely information, including results from drug screens and response to participant progress or noncompliance. Shared information is in compliance with Federal regulations governing confidentiality.

Key Component #5: Abstinence is monitored by frequent alcohol and drug testing. The LTBB adult drug court will monitor progress of participants' abstinence by alcohol and other drug testing and believes this is a crucial drug court component. Recommended testing frequency is twice a week during the first several months of treatment. Tests and lab analysis costs become quite prohibitive and this requires substantial staff time to administer the tests. We will provide participants with Secure Continuous Remote Alcohol Monitors (SCRAM) and/or drug patch monitors for continuous alcohol and other drug detection. These units will cut costs in the long run and will add to program sustainability. We will also utilize a breathalyzer and 12-panel test that reveals instant results to determine if there is alcohol present. The test may be sent to a laboratory for further testing to determine the presence of other drugs. The results of the tests are reported and recorded within a day with the participant being notified of the results. If the test reveals positive results the team must then respond. The drug tests are important for determining program phase progression and graduation from the program with abstinence evident for a substantial period of time. The drug court team members have experience administering drug tests and the proper protocols and procedures to ensure the testing is valid.

Key Component #6: A coordinated strategy governs drug court responses to participants' compliance. The LTBB drug court will recognize incremental progress of participants in recognizing the reality that healing to wellness is a slow process. In order to help the participants remain compliant and achieve success, the cultural advisor, probation officer, treatment providers, judge and other team members maintain frequent, regular

communication to provide timely reporting of progress and noncompliance and enable the court to respond immediately. The drug court team has identified a list of ways of responding to compliance that vary in intensity with a graduation celebration for successful completion and dismissal of charges. Likewise the responses to noncompliance vary in intensity and are used when the situation warrants the response. The most intense response to noncompliance is termination in the program and a return to regular court processing.

Key Component #7: Ongoing judicial interaction with each drug court participant is essential. The LTBB Judge is the leader of the drug court team, provides judicial supervision, and is willing to step beyond traditional roles to develop new expertise. The judge provides guidance in each case and participants will know the judge cares for them and is watching what they do. The court applies appropriate sanctions and incentives and will expect the adult participant to pay fines, fees or restitution. No one will be denied participation if there is an inability to pay.

Key Component #8: Monitoring and evaluation measure the achievement of program goals and gauge effectiveness. The LTBB adult drug court will implement coordinated management, monitoring and evaluation. The project includes the identification of an external evaluator who will create a comprehensive evaluation plan that encompasses process and outcome evaluation. The evaluation plan will address the objectives and recommended drug court performance measures. Data collection will be ongoing through the life of the drug court. We will utilize a shared responsibility approach to evaluation to keep costs low. This will involve team members in data collection and reporting for basic measures. The independent evaluator will complete in depth data collection, analysis and program reports to ensure valid and reliable interpretations. The evaluation will incorporate all the performance benchmarks listed in this key component.

Key Component #9: Continuing interdisciplinary education promotes effective drug court planning, implementation and operations. Each drug court team member is a trained professional within their respective areas of expertise and brings unique talents and knowledge to the team. This project includes an ongoing training component for the team that will strengthen the effectiveness of the team as they provide services and make decisions concerning program participants. Each team member is willing to participate in these trainings.

Key Component #10: Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court program effectiveness. The LTBB adult drug court utilizes services available in our Tribal community. This project includes the opportunity for team members to attend state and national drug court conferences. The team will visit an operational tribal adult drug court that has proven success. These trainings will expand partnerships and teach the team about effective practices.

3. Capabilities and Competencies: The LTBB Drug Court team collaborates to design the drug court policies and procedures and consists of the following tribal stakeholders: Associate Judge, Prosecuting Attorney, SA/MH treatment provider, Education Director, Human Services Director, Probation Officer/Drug Court Coordinator, Court Administrator, Police Chief, Cultural Advisor and a Tribal citizen recovering from substance addictions. Most of these team members have been involved in the design of the juvenile drug court and/or have extensive knowledge and experience in their respective fields. The Court Administrator will assist with the selection of the project evaluator to participate on the team. Key participants have provided letters of support and a description of their role and responsibilities as part of the team (Attachment 3). This attachment includes a copy of the Tribal Resolution that shows support for the project by the elected Tribal Council and Executive (Tribal Chairman) and a letter of support by the Tribe's Chief Judge. The expertise and experience of the team members ensures capability and competency.

5. Outcomes, Evaluation, and Sustainment: During the first month of the project, we will contract services of an evaluator to develop a detailed evaluation plan for the drug court. Court staff will be involved in this process, assist in plan development and ensure evaluation activities are ongoing throughout the project. The plan will include strategies to collect data to monitor daily activities and to measure long-term changes. A process to identify comparison groups will be included. Collection strategies will address process and outcome evaluations. The court uses an automated database that will be expanded to allow us to collect adult drug court information in a timely, efficient manner and support ongoing monitoring of the adult drug court to allow continued evaluation. The evaluation plan will be based on performance measures recommended by BJA and

will include a plan to review the data on a regular basis. The evaluation plan will guide the drug court team to analyze operations, gauge effectiveness and make adjustments as needed to achieve a successful adult drug court. The project will provide intensive training for personnel that will ensure sustainability of the adult drug court. The drug court team is comprised of existing personnel who will continue to meet on a regular basis to monitor drug court success and communicate about client needs. Policies and procedures will be refined based on the project evaluation that will also contribute to the successful continuation of the drug court once the project period has ended. The leadership of the court will guide the allocation of other tribal, state, and federal resources to sustain the program.